

AGENDA

COMMITTEE ON ADMINISTRATION/INFORMATION SYSTEMS

November 23, 2004
Aldermen Forest, Gatsas,
Osborne, Porter, Lopez

5:30 PM
Aldermanic Chambers
City Hall (3rd Floor)

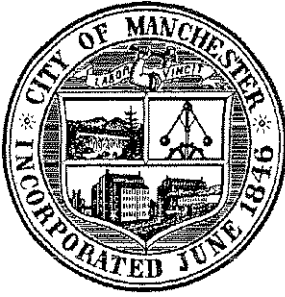
1. Chairman Forest calls the meeting to order.
2. The Clerk calls the roll.
3. Appeal of the suspension of taxi driver's license.
A motion is in order to enter non-public session under the provisions of RSA 91-A:3 II (c).
A roll call vote is required on the motion.
4. Communication from the Public Works Director submitting a revised Procurement Code.
(Note: Referred to Administration Committee by the Board of Mayor and Aldermen on 11/16/04.)

TABLED ITEM

A motion is in order to remove any of the following items from the table for discussion.

5. Resolution establishing a trust fund and pay-as-you-go fund in 2006 from monies that would be available after payoff of the fiscal year conversion bonds.
(Tabled 7/27/2004. Finance to bring examples in writing.)
6. Communication from Barbara Vigneault, Elderly Services Director, advising of CMC's proposal to provide community and medical services at the new Manchester Senior Activity Center.
(Tabled 6/14/2004.)

7. Communication from Alderman Shea relative to procedures for citations.
(Tabled 4/19/2004 to have City Clerk research and report back to Committee.)
8. Communication from Alderman Osborne requesting the contract compliance issues noted in the management letter be referred to the Committee on Administration.
(Tabled 3/15/2004 pending review of management letter.)
9. If there is no further business, a motion is in order to adjourn.



OFFICE OF THE CITY CLERK
Business Licensing & Enforcement Div.
One City Hall Plaza
Manchester, NH 03101
Tel: (603) 624-6348 Fax: (603) 624-6481

Committee on Administration
Office of the City Clerk
One City Hall Plaza
Manchester, NH 03103

HEARING REQUEST FORM

Date: 9-20-04

To Whom It May Concern:

I would like to request a hearing before the Committee on Administration to discuss the decision to deny/revoke my application for a license to drive a taxicab in the city of Manchester.

Sincerely,

Rebecca Hernandez
143 Manchester St.
Manchester, NH 03105

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REVISED PROCUREMENT CODE – NOVEMBER 2004

EXECUTIVE SUMMARY

The entire Procurement Code has been rewritten with the intent of providing more clarification and to permit more procurement options such as design-build, construction management, etc.

The following are some of the major changes incorporated into this Draft Procurement Code:

- A. Small purchases of \$10,000 or less made after adequate inquiry. *Presently \$1,000.* Purchases from \$10,000 to \$25,000 shall be made using documented oral or written price or rate quotations from an adequate number of suppliers. *Presently \$1,000 to \$10,000.*
- B. Except as provided in this Procurement Code, all purchases in excess of \$25,000 shall be made by competitive sealed bidding. *Presently in excess of \$10,000.*
- C. The purchasing agency may negotiate with the two low bidders to reduce the bid. *Presently can only negotiate with the low bidder.*
- D. Multi-step sealed bidding may now be used. The first step is a request for proposals based on general or performance specifications. The second step is to obtain final bid prices based on technically acceptable proposals. *Presently not permitted.*
- E. Competitive sealed proposals and negotiations as a procurement method is permitted. *Presently requires Board of Mayor and Aldermen approval.*
- F. All bidders for construction type projects in excess of \$250,000 must be prequalified. *Presently all bidders for projects in excess of \$100,000.*
- G. Professional services shall be procured based on demonstrated competence, qualifications and project approach for the required service. *Presently fees are required at the time proposals are submitted. Quality based selection is similar to the way the State procures professional services.*

- H. Fees for professional services can be obtained utilizing one of the following three procedures:
1. A fee can be requested as part of the request for proposals.
 2. A multi-step sealed procurement can be requested where the sealed fee is not opened until a proposer has been tentatively selected.
 3. A fee can be negotiated after a proposer has been selected and a final scope of services has been negotiated.
- Presently fees are required at the time proposals are submitted.*
- I. Professional services of \$25,000 or less can be procured by soliciting one or more proposals at a fee deemed fair and reasonable by the purchasing agency. *Presently \$10,000 or less.*
- J. Professional services in excess of \$25,000 must be procured through a formal Request for Qualifications/Request for Proposals process. *Presently in excess of \$10,000.*
- K. The following procurement methods will now be permitted:
1. Design-Build
 2. Operation and Maintenance
 3. Design-Build-Operate-Maintain
 4. Design-Build-Finance-Operate
 5. Construction Management
- Presently not permitted.*
- L. Procurements through other special project delivery methods or other combinations of K above will be permitted with the approval of the Board of Mayor and Aldermen. *Not presently permitted without the passage of an ordinance.*

REVISED DRAFT 11/9/04

**CITY OF MANCHESTER
NEW HAMPSHIRE**

PROCUREMENT CODE



November 9, 2004

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**CITY OF MANCHESTER
NEW HAMPSHIRE**

PROCUREMENT CODE

I. GENERAL

A. Purpose

The Procurement Code shall promote fair and equitable treatment to all suppliers or prospective suppliers of goods and services, promote effective competition among prospective suppliers of goods and services, make as uniform as possible the procedures among various departments and agencies of the City by the standardization of the procurement process, to prevent abuses and favoritism, and promote the economical, effective, and efficient use of the City's total resources.

The purpose of the Procurement Code is to provide to the Purchasing Agency flexibility and defined guidelines for the purchasing of goods and services. These guidelines define maximum allowed procurement limits. The Purchasing Agency has the flexibility to reduce these limits in order to insure that the best interest of the City is being served. Any questions relating to this Procurement Code should be addressed in writing to the City Solicitor and/or the Finance Officer. The Purchasing Agency will at all times retain adequate records, based on the size of the procurement, as to the type of procurement utilized and the basis of award.

B. Applications of Provisions

This code applies to every expenditure of public dollars irrespective of their source, including federal assistance dollars, for the procurement of materials, supplies, services and construction. Nothing in this code shall prevent the City from complying with the terms and conditions of any grant, gift, bequest or cooperative agreements. Procurement actions involving Federal or State funding shall comply with their mandatory rules that may not be reflected in this procurement code.

The following procurement actions are not subject to this code.

- Intergovernmental Agreements.
- Agreements negotiated by the Risk Manager or City Solicitor for the settlement of litigation or threatened litigation.
- Contracts awarded for professional witnesses for the purpose of providing testimony relating to existing or probable judicial proceedings.
- Contracts awarded for real property transactions.
- Other specific procurement actions based on recommendation of the Chief Executive Officer and approval by the Board of Mayor and Aldermen.

C. Definitions

1. **Amendment** is a mechanism by which parties can agree to modify, delete or add to the original scope of work, terms and conditions of a contract. Typically, amendments are used to modify contracts for professional services and/or to modify contracts for the furnishing of materials and services.
2. **Advantageous** means in the best interest of the City
3. **Auditor** means the City of Manchester's Internal Auditor.
4. **Brand name** or **Equal Specification** means a specification using one or more manufacturers' names or catalog numbers to describe the standard of quality, performance and other characteristics to meet City requirements.
5. **Brand Name Specification** means a specification limited to one or more items by a manufacturer's name or catalog numbers.
6. **Change Order** means a written order signed by an authorized agent of the City and by the contractor authorizing an addition, deletion, or a revision in work or an adjustment in the contract price or contract time, issued on or after the effective date of the contract, as provided for in the original contract. Typically, change orders are used to modify construction contracts.
7. **Chief Executive Officer** means the Mayor of the City of Manchester.
8. **City** means the City of Manchester, NH.
9. **Construction** means the process of building, altering, repairing, improving or demolishing any public structure or building, or other public improvements of any kind to public real property or any public infrastructure.
10. **Construction Management** means a project delivery method that provides a comprehensive array of management and/or consulting services spanning all phases of the design and construction process from conception to completion of the construction project.
11. **Contract** means all types of City agreements, regardless of what they may be called for the procurement of materials, supplies, services and Purchase Orders shall be used as the contract for procurement of materials and supplies. Formal written agreements shall be used for the procurement of services, construction and complex actions.
12. **Contractor** means any person or firm who has a contract with the City.
13. **Debarment** means an action taken by the City, under the provisions of this code, to prohibit a person from participating in City procurements.

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14. **Design-Bid-Build** means a project delivery method in which the purchasing agency sequentially awards separate contracts, the first for Architectural and Engineering Services to design the project and the second for construction of the project according to the design.
15. **Design-Build** means a project delivery method in which the purchasing agency enters into a single contract for design and construction of an infrastructure facility.
16. **Design-Build-Finance-Operate-Maintain** means a project delivery method in which the purchasing agency enters into a single contract for design, construction, finance, maintenance, and operation of an infrastructure facility over a contractually defined period. No City funds are appropriated to pay for any part of the services provided by the contractor during the contract period. This delivery method does not preclude the City from providing financing as long as the City ultimately is reimbursed all its costs over the life of the contract agreement.
17. **Design-Build-Operate-Maintain** means a project delivery method in which the purchasing agency enters into a single contract for design, construction, maintenance, and operation of an infrastructure facility over a contractually defined period. All or a portion of the funds required to pay for the services provided by the contractor during the contract period are either appropriated by the City prior to award of the contract or secured by the City through *fees* or user charges.
18. **Employee** means an individual drawing a salary or wages from the City whether elected or not. Any noncompensated individual performing personal services for the City or any department agency, commission, council, board, or any other entity established by the executive or legislative branch of the City. Noncompensated individuals, serving as elected City officials or serving on a City Department Board, are also considered employees.
19. **Finance Officer** is the Finance Director of the City of Manchester
20. **Gratuity** means a payment, loan, subscription, advance, deposit of money, service, or gift, presented or promised in return for special consideration. A City employee shall not accept any gratuity in return for special consideration.
21. **Invitation for Bids** means all documents, whether attached or incorporated by reference, which are used for soliciting bids according to the City's procurement policies and procedures.
22. **May.** The word "may" shall be construed as being permissive.
23. **Multi-Step Sealed Bidding** means a two phase competitive process. The first phase consists of a technical phase composed of one or more steps in which bidders submit unpriced technical offers to be evaluated by the City. The second phase consists of a firm and final bid from those bidders whose technical offers were deemed acceptable by the City.

24. **Procurement** means buying, purchasing, renting, leasing or otherwise acquiring any materials, supplies, professional services and construction services. It also includes the description of requirements, selection and solicitation of sources, preparation and award of contract and all phases of contract administration.
25. **Professional Services** means those services requiring special knowledge, education or skill and where the qualifications of persons rendering the services and the experience of the firm are of primary importance. Professional services shall include, but not be limited to, appraisers, attorneys, architects, engineers, surveyors, accountants, psychologists, physicians and other health care providers.
26. **Purchasing Agency** is the City department making the proposed procurement.
27. **Purchasing Agency Director or Director** is the department head in charge of the City department making the proposed procurement acting either directly or through authorized representatives.
28. **Request for Proposals** means all documents, whether attached or incorporated by reference, which are used for soliciting proposals according to the City's procurement policies and procedures.
29. **Responsible Bidder** means a person or firm who submits a bid or proposal that conforms in all material respects to the invitation for bid or request for proposals and who has the financial capabilities and expertise to perform the contract requirements and the integrity and reliability that will assure good faith performance.
30. **Service** means the furnishing of labor, time or effort by a contractor that does not involve the delivery of a specific end product other than required reports and performance. Service does not include employment agreements or collective bargaining agreements.
31. **Shall.** The word "shall" is construed as being mandatory.
32. **Solicitation** means an invitation for bids, a request for technical offers, proposals, quotations or any other invitation or request by which the City invites a person to participate in a procurement action.
33. **Specification** means any description of the physical or functional characteristics of materials, supplies, services or construction requirements. It may also include a description of any requirement for inspecting, testing, preparing materials, supplies services or construction projects for delivery.

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D. Department Purchasing Responsibility

Department Heads and City officers shall be responsible for making purchases from funds appropriated to their respective departments. The Highway Department shall be responsible for coordinating and overseeing the purchases of motor vehicles by City departments. See Section VII., Specialized Procurement Actions for procurements exclusively delegated to a purchasing agency.

E. General Procurement and Award Provisions

1. ***Prohibition Against Subdivision.*** No procurement action shall be subdivided to avoid the requirements of this procurement code.
2. ***Bulk Purchases.*** Whenever feasible, procurements shall be done in bulk to take full advantage of discounts. Purchasing agencies shall be responsible for anticipating their needs in a timely fashion in order to consolidate and expedite procurement of the same type of items. A lead purchasing agency shall be identified for procurement of commodities or services that are most common to their department. The lead purchasing agency shall accomplish the bulk citywide procurement action based on requirements identified by other departments. Capital Outlay requirements shall be planned and scheduled for periodic bulk procurement actions based on approved budget quantities.
3. ***Awards.*** Contracts for the procurement of supplies, materials and construction shall be awarded to the lowest responsible bidder unless otherwise provided for in the bidding documents or in the Procurement Code. The basis of award shall always be defined in the bidding documents. Among other factors that may be considered in determining lowest responsible bidders are the following:
 - (a) ***Capability.*** The ability and skill of the bidder to perform the contract.
 - (b) ***Timeliness.*** Whether the bidder can perform the contract or furnish the supplies promptly, in accordance with plans and specifications, or within the time specified, without delay or interference.
 - (c) ***Previous Performance.*** The character, integrity, reputation, judgment, experience and efficiency of the bidder.
 - (d) ***Quality.*** The quality of supplies or performance on previous purchases or contracts, including known quality based on previous use, and the quality, availability and adaptability of the suppliers or contractual services to the particular use.
 - (e) ***Legal Compliance.*** Previous and existing compliance by the bidder with laws and ordinances relating to the contract.
 - (f) ***Conditions.*** The number and scope of conditions attached to the bid by the bidder.
4. ***Award to Other Than Low Dollar Bidder.*** Award to other than the low bidder is not allowed unless the bidder is not responsible or unless the award formula specifically allowed for other items to be taken into account to decide who is the lowest responsible bidder. When it appears appropriate not to make an award to the lowest

dollar bidder, the purchasing agency Director shall prepare a written statement of the reasons for the project files.

5. **Multi-Term Contracts.** Purchase orders or written agreements or contracts may be awarded for a maximum of five years in one year increments. Multi-term contracts shall contain provisions for cancellation by the City in the event funds are not appropriated for the continuance of the contract. Any yearly increases in unit prices/rates shall be tied to an established CPI with a maximum yearly cap.

Multi-year Contracts without a "cancellation by the City" provision or contract committing future unappropriated funds or a contract without a set maximum yearly adjustment must be approved by the Board of Mayor and Aldermen. Multi year contracts that have been totally funded do not have to conform to Section I, E, 5.

Multi year software license agreements will not be required to conform to this Section (Section I, E, 5.) except for the provision providing for the cancellation of the agreement by the City in the case that funds are not appropriated. The Information Services Director will insure that the best interests of the City are considered in approving software license agreements.

Multi year Airport Authority agreements will not be required to conform to this section (Section I,E 5.) However, adequate funds will be programmed by the Authority to meet contracted obligations.

6. **Late Bids or Proposals.** A bid, proposal, modification or withdrawal is late if it is received at the location designated in the Invitation for Bids or Request for Proposals, after the time and date set in the solicitation documents. Late bids or proposals shall be rejected.
7. **Mistakes In Bids.** A bidder may correct mistakes discovered before the time and date set for the opening of bids based on procedures in the solicitation documents. After a bid is opened, mistakes based on an error in judgment shall not be corrected or withdrawn, unless it is obvious to the City that an egregious error was made. Minor or administrative mistakes may be waived by the purchasing agency director.
8. **Cancellation of Solicitations.** An invitation for bids, a request for proposals, or other formal solicitations may be cancelled or rejected in whole or in part if deemed advantageous to the City.
9. **Specifications.** All specifications shall be written to promote overall economy for the purposes intended and encourage competition in satisfying the City's needs and shall not be unduly restrictive. General performance specifications may be used in a Request for Proposals and Multi-step procurements when it is not desirable or feasible to prepare detailed specifications.
10. **Cost or Pricing Data.** The submission of current cost or pricing data may be required in situations where analysis of the proposed price is essential to determine that the

price is reasonable and fair. A contractor shall, when requested, submit current cost or pricing data and shall certify that the cost or pricing data submitted is accurate, complete and current as of a mutually determined specified date.

11. **Change Orders.** Change orders to contracts may be executed according to change order clauses provided for in the original contract provided the change order does not materially change the scope of the original procurement.
12. **Pre-Bid or Pre-Proposal Conferences.** A pre-bid or pre-proposal conference may be conducted within a reasonable time before bid opening or receipt of proposals. Pre-bid or pre-proposal conferences may be mandatory. If mandatory, only those bidders attending the mandatory pre-bid conference, shall be allowed to participate in the bid or proposal. Any changes to the solicitation documents shall be provided to all eligible bidders.
13. **Prequalification.** The purchasing agency may require prequalification of prospective bidders for the procurement of supplies, materials, services and construction if the procurement is less than \$250,000. If the procurement is over \$250,000 the purchasing agency shall conform to Section IV of this procurement code. Bidders have a continuing duty to provide the purchasing agency director with information on any material changes affecting the basis of prequalification.
14. **Bid or Performance Bonds.** The purchasing agency may require the use of bid or performance bonds or other securities for the procurement of supplies, materials, services or for construction, in order to guarantee satisfactory completion of the procurement. However, any procurements over \$150,000 shall require a bid and performance bond or other security satisfactory to the City. Bonds required by statute will not be waived. Any such bonding or security requirements shall be set forth in the solicitation. Failure of the bidder to comply with the security requirements in the solicitation may result in the rejection of the bid or proposal.
15. **Right to Inspect.** The City may, at reasonable times, inspect the place of business of a contractor or any subcontractor that is related to the performance of any contract awarded or to be awarded by the City.
16. **Right to Audit.** The City may, at reasonable times and places, audit the books and records of any contractor who submits cost or pricing data required by solicitations. If the City determines that there may be a need to audit a procurement, the contract agreement shall define these rights and who will assume the cost of the audit.
17. **City Procurement Records.** All determinations and other written records pertaining to the solicitation, award or performance of a contract shall be maintained for the City in a contract file by the purchasing agency. All procurement records shall be retained and disposed of by the City according to the records retention guidelines, Internal Revenue requirements and schedules of the City.

II. PROCUREMENT DOLLAR LIMITS, AUTHORITY TO AWARD AND AVAILABILITY OF FUNDS

A. Authority to Award

All procurement actions made based on approved department budgets and authorized CIP allocations shall be awarded by the purchasing agency having delegated authority provided by this Procurement Code. Procurement actions not authorized to a department or multi-year contracts without a "cancellation by the City" provision requiring future City appropriations, shall be approved by the Board of Mayor and Aldermen.

B. Availability of Funds

Unencumbered funds to cover the entire purchase order or contract must be available in the appropriate budget of the purchasing agency prior to award of any purchase order or contract. Purchase orders and contracts are subject to the annual appropriation of funds. Multi-term purchase orders or contracts shall have adequate unencumbered funds available for the first year except as noted.

III. SOURCE SELECTION

A. Small Purchases

Small purchases are considered informal procurement actions. Procurement requirements shall not be artificially divided so as to constitute a small purchase.

1. Total price is \$10,000 or less, it shall be made after adequate inquiry based on the director or his designee's knowledge of a reasonable price and satisfactory quality.
2. Total price more than \$10,000 to \$25,000. When the total price is greater than \$10,000, and not more than \$25,000 purchases shall be made using documented oral or written price or rate quotations from an adequate number of suppliers. If available, a minimum of three quotations from qualified supplies shall be obtained. Such price and rate quotations, the date of such quotations and the names of suppliers shall be documented.

B. Competitive Sealed Bidding

1. Competitive sealed bidding is considered a formal procurement action. Except as provided in this Procurement Code, all purchases in excess of \$25,000 shall be made by competitive sealed bidding. Purchase orders and contracts shall be awarded to the lowest responsible bidder except as provided for in this code.
2. Competitive sealed bidding procedures shall at a minimum, incorporate the following:

- (a) Formal bid specifications that at a minimum include the general terms and conditions of the proposed purchase, requirements of the bidder, form of contract, the forms for submission of bids and the basis of award
- (b) Product or service specifications that accurately describe the product or service required in such a manner as to not preclude competition. If specific manufacturer's names or models are used to describe the product or service, a minimum of two manufacturers' names should be used if available. There shall be a provision for approval of an equal product or service. Also, see Section VI part A.5.
- (c) Adequate public notice of a minimum of (5) business days, prior to the date established for the opening of bids. Such notice shall include as a minimum, publication in a newspaper of general distribution.
- (d) Sealed bids shall be opened publicly at the time and place designated in the Invitation for Bids. A tabulation of all bids received shall be available for public inspection within a reasonable period of time. Departments shall determine an adequate amount of time.
- (e) The purchasing agency may negotiate with the two low bidders in order to reduce the bid to fall within available funds and/or to obtain a lower bid amount, provided that the original intent of the procurement is not substantially changed. The right to negotiate a lower total bid must be a condition of the bidding documents.
- (f) The award of bids shall be formalized through the execution of a purchase order or written contractual agreement.
- (g) The purchasing agency may reject any or all bids or parts thereof when such rejection has been determined to be in the City's best interest.

C. Multi-Step Sealed Bidding

1. When it is considered impractical to readily prepare a detailed specification to support an award based on price, a two-step bid process may be used. The first step is a request for proposals, based on a general or performance specification, requesting the submission of unpriced technical proposals. The second step is an invitation for firm and final priced bids to those bidders whose proposals have been determined to be technically acceptable under the criteria set forth in the first step.
2. The multi-step sealed bidding method may be used if the purchasing agency determines that:
 - (a) Available specifications or purchase descriptions are not sufficiently complete to permit full competition without technical evaluations and discussions to ensure mutual understanding between each bidder and the City.

- (b) Definite criteria exist for evaluation of technical offers.
 - (c) More than one technically qualified source is expected to be available.
 - (d) A fixed price contract will be used.
3. The Invitation to Bid must provide notice that a multi-step process is being used. The notice should explain the multi-step process and that only those bidders providing technically acceptable proposals, will be allowed to participate in submitting a firm and final bid price.
 4. Adequate public notice of a minimum of 10 working days prior to the date established for the opening of bids shall be provided. Such notice shall include as a minimum publication in a newspaper of general circulation.
 5. Award shall be made to the lowest dollar responsible bidder.

D. Competitive Sealed Proposals

1. When competitive sealed bidding is not practical or advantageous to the City, the purchasing agency director, may authorize the use of competitive sealed proposals and negotiations as the procurement method.
2. In determining whether competitive sealed bidding is practical or advantageous to the City, the purchasing agency director, shall consider the following factors:
 - (a) Whether the cost to develop formal technical bid specifications sufficient to insure open competitive bids, would make the total cost of the procurement excessive.
 - (b) Whether the proposed purchase is to be accompanied by land, development, or other related economic transactions, therefore the bid price may not accurately reflect the total economic effect of the purchase.
 - (c) Whether the product or service is specialized or custom produced, and the development of terms, conditions, specifications, and other provisions specifically defining the procurement requires interaction with prospective suppliers.
 - (d) Where no responsible bidder has submitted a bid in response to the invitation.
3. If the purchasing agency director determines that competitive sealed bidding is not practical and that competitive sealed proposals and negotiations should be used, the purchasing agency shall:
 - (a) Develop terms, conditions and general or performance specifications for the product or service required.

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- (b) In such cases where the award is not necessarily to be based on the lowest negotiated price, the request for proposals shall indicate and define the relative importance of price and other significant evaluation factors.
 - (c) Provide adequate public notice as in the case of competitive sealed bids.
 - (d) Sealed proposals shall be received at the time and place designated in request for proposals. A proposal received after the closing date and time set for the receipt of proposals, is late and shall not be considered. No proposals shall be handled so as to permit disclosure of the contents of any proposal to competing offerers during the process of negotiation. Submission of the proposal shall be conditioned on not disclosing the proposals content until the completion of negotiations and award of a contract. Proposals shall be opened in the presence of witnesses. Proposals and modifications shall be shown only to City personnel having a legitimate interest in them or persons assisting in the City evaluation.
- 4. After the opening and evaluation of competitive sealed proposals, written or verbal negotiations may be conducted with one or more parties who have submitted proposals. Such negotiations are designed to achieve terms and conditions most favorable to the City. Negotiations need not be conducted where time constraints preclude additional negotiations or where the purchasing agency certifies that acceptance of an initial offer without discussion, would result in fair and equitable prices. The request for proposals shall clearly define the City's rights pertaining to negotiations.
 - 5. Award shall be made to the proposer whose proposal has been determined to be responsive and most advantageous to the City. The contract file shall contain, in writing, the basis on which award is made.

IV. PREQUALIFICATION OF BIDDERS

- A. Prequalification of potential bidders shall be accomplished for all contracts for construction, reconstruction, alteration and repair or refurbishing of real property with an estimated project cost in excess of \$250,000. Prequalification of contractors based on the type of work and dollar limits may be done annually. The invitations for bids shall be issued only to firms that have, in the City's sole determination, been prequalified.
- B. The purchasing agency involved shall establish rules and regulations that govern prequalification of bidders. The rules and regulations shall take into consideration:
 - 1. The ability, capacity, and skill of the bidder to perform the contract or provide the service required.
 - 2. Whether the bidder can perform the contract or provide the service promptly, or within the time specified, without delay or interference.
 - 3. The character, integrity, reputation, judgment, experience and efficiency of the bidder.
 - 4. The quality of performance on previous contracts.

5. The previous and existing compliance by the bidder with laws and ordinances relating to the contract.
 6. The sufficiency of financial resources and ability of the bidder to perform the contract.
 7. The quality, availability, and adaptability of the supplies or contractual services to the particular use required.
 8. The ability of the bidder to provide future maintenance and service.
 9. The number and scope of bidder conditions attached to the bid.
 10. The amount of total direct and indirect costs that would be incurred by the City because of the bid.
 11. The ability of the bidder to meet the City's bonding and insurance requirements.
- C. These rules and regulations may also include other special considerations as authorized by law.

V. PROFESSIONAL SERVICES

The procurement of accounting, architectural, auditing, engineering, financial, legal, data processing, medical services and independent consultant services for personnel, insurance and actuarial planning and management, human resource and public relations, may be accomplished using the following procedures:

- A. *Professional Services \$25,000 or Less* – The purchasing agency may solicit one or more proposals for the procurement of professional services at a fee which is deemed fair and reasonable. The purchasing agency will document the basis of the procurement in the project file. In no case shall more than three awards be made to the same vendor in any 12 months without the prior approval of the Finance Officer and/or Board of Mayor and Aldermen.
- B. *Professional Services greater than \$25,000* – A formal Request for Proposal process shall be used. The purchasing agency shall develop a Request for Proposals to include terms, conditions, scope of service, desired results, end product and consultant qualification. Selection criteria and the method of determining a final fee by the City will be included in the Request for Proposals. This process can be accomplished in a Request for Qualification Phase and a Request for Proposals Phase. The Request for Proposal process shall include the following:
1. Adequate public notice of a minimum of five business days prior to the date established for the receipt of qualifications and/or proposals shall be provided. Such notice shall include as a minimum, publication in a newspaper of general circulation.
 2. A minimum of three proposals, if available, shall be evaluated and selection made based on demonstrated competence, qualifications and project approach for the services required. Where applicable to a particular project, factors such as the following shall be used in tentatively selecting a firm:
 - (a) Specific experience with similar projects.

- (b) Specific experience with earlier phases of the same project.
 - (c) Background and experience of staff members who would be assigned to the job.
 - (d) Availability.
 - (e) Locality of firm.
 - (f) Ability to communicate ideas.
 - (g) Ability to supply all of the major disciplines necessary to perform the work.
 - (h) Qualifications of subcontractors/subconsultants.
 - (i) Conceptual design/project approach.
 - (j) Accuracy of the firm in estimating time and cost requirements.
 - (k) Responsiveness to requirements contained in the RFP.
 - (l) Financial capabilities of the firm.
- 3. The purchasing agency may interview one or more of the proposers in order to clearly understand the proposers qualifications and the submitted proposal.
 - 4. Selection criteria may be established in order to determine the best overall proposal. The criteria may incorporate a weighting system for the proposals received.
 - 5. Fees for professional services are an important consideration, which must not be taken lightly. However, selection shall be ultimately based on demonstrated competence, qualifications and project approach at a reasonable fee. Depending on the complexity of the project, the purchasing agency may utilize one of the following procedures to determine a fee:
 - (a) The fee can be requested as part of the requested proposal and considered in tentatively selecting a firm.
 - (b) A multi-step sealed procurement can be requested where the sealed fee is not opened until a proposer has been tentatively selected.
 - (c) A fee can be negotiated after a proposer has been selected and a final scope of services has been determined.
 - 6. If necessary, the purchasing agency may negotiate with one or more responsive firms in order to make a tentative selection. Once a tentative selection has been made, a final scope of services and fee shall be negotiated with the selected firm in order to enter into a contract deemed to be in the best interest of the City.
 - 7. On award, all contracts for professional services shall be formalized in a written agreement signed by the applicant and the purchasing agency.

VI. NEGOTIATED PROCUREMENT ACTIONS

- A. Purchase orders or written agreements shall be awarded without benefit of formal or informal bidding in one or more of the following cases. Negotiation methods may be used to award the contracts.

1. Purchases required in the event of an emergency that necessitates the immediate purchase of goods or services.
2. Purchases where the cost of the service is fixed by law.
3. Purchases that can be procured through cooperative intergovernmental purchase agreements with other government jurisdictions.
4. Sole source procurements, where the proposed purchase is manufactured by only one company.
5. Purchases from a sole manufacturer, where it is determined to be more efficient and economical to reduce costs of maintenance of additional repair parts, suppliers or services.
6. Purchases that have been preceded by competitive sealed bidding, where no responsive bidder has responded.
7. Purchases under extensions of contracts when the same or lower price is extended for another year or part of a year. The maximum extensions shall not exceed five years without approval of the Finance Officer and/or Board of Mayor and Aldermen.
8. Purchases under intergovernmental agreements or contracts that require use of procurement procedures inconsistent with the provisions of this section.
9. City share contracts that include contracts with developers for the construction of public improvements whereby the City shares in the cost of construction.
10. Used, discontinued or otherwise unique equipment or commodities that become available (such as at an auction) or are offered only for a limited time and may be acquired below the cost of similar new items.
11. Service on existing equipment when it is advantageous to the City to obtain parts, repair or service on existing equipment from a factory authorized dealer or distributor.
12. Perishable supplies that cannot be purchased by ordinary procurement methods because of imminent spoilage or decay.
13. Standardized parts, modules or accessories that will minimize excessive inventory or maintain compatibility with existing furnishings or installations.
14. Open ended purchase orders or written agreements with local suppliers in order to provide for emergencies, reduced down time of equipment or projects, and for supplies and materials not stored in a City warehouse.

VII. SPECIALIZED PROCUREMENT ACTIONS

- A. The procurement of the following goods and services shall be made exclusively by the delegated purchasing agency. Exceptions may only be granted with a written waiver from the Board of Mayor and Aldermen and/or the specified agency, department or officer:
1. Insurance and actuarial services by the Risk Manager and/or the Finance Officer.
 2. Legal services by the City Solicitor.
 3. Information technology services, hardware, software and network capable devices including telephones by the Information Services Director
 4. Accounting and banking services by the Finance Director.
 5. Auditing services by the Auditor.

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- B. When purchasing insurance, a prequalification process may be used inviting agents and brokers to submit a questionnaire regarding their experience and qualifications. Only firms that, in the City's sole determination qualified, shall be selected for the bid process. Each firm selected to bid shall submit common specifications to their assigned insurance carriers. Awards for such purchases shall be made to the lowest responsible bidder. The City may retain the agency, and/or carrier receiving the contract for a period not to exceed three (3) years, reasonable premium increases notwithstanding, before any renewal of this bidding procedure.
- C. In any award, the City may take into consideration any costs of conversion involved.

VIII. COOPERATIVE PROCUREMENT

The purchasing agency shall have authority to join with any other municipal, state or federal governmental agency in cooperative procurement actions.

IX. SPECIAL PROCUREMENT METHODS

The Purchasing Agency proposing to utilize this section of the Procurement Code must detail in the project file why utilizing this section of the Code is in the best interest of the City.

A. Definitions:

1. ***Design Requirements*** means the written description of the infrastructure facility or service to be procured, including: (1) required features, functions, characteristics, qualities, and properties that are required; (2) the anticipated schedule, including start, duration, and completion; (3) estimated budgets (as applicable to the specific procurement) for design, construction, operation and maintenance. The Design Requirements may, but need not, include drawings and other documents illustrating the scale and relationship of the features, functions and characteristics of the project.
2. ***Independent Peer Reviewer Services*** are additional Architectural and Engineering Services provided to review design build proposals. The function of this review is to provide an independent professional peer review to confirm that the key elements of the professional engineering and architectural designs provided by the contractors are in conformance with the applicable standard of care.
3. ***Infrastructure Facility*** means a building; structure; or networks of building, structures, pipes, controls, and equipment that provide transportation, utilities, public education, or public safety services.
4. ***Proposal Development Documents*** means drawings and other design related documents that are sufficient to fix and describe the size and character of an infrastructure facility as to architectural, structural, mechanical and electrical systems, materials, and such other elements as may be appropriate to the applicable project delivery method.

B. Procurement Methods

1. ***Design-Build*** is a project delivery method in which the procuring agency enters into a single contract for design and construction of an infrastructure facility. Procurement of Design-Build services shall generally follow procedures outlined in the "Design Build Manual of Practice", as published by the "Design Build Institute of America".
2. ***Operation and Maintenance*** is a project delivery method whereby the procuring agency enters into a single contract for the routine operation, routine repair, and routine maintenance of an infrastructure facility. Operation and Maintenance services shall be procured from prequalified contractors by utilizing competitive sealed proposals submitted in response to a Request for Proposals, which has established the supplies and services required to maintain and operate infrastructure facilities.
3. ***Design-Build-Operate-Maintain*** is a project delivery method in which the procuring agency enters into a single contract for design, construction, maintenance, and operation of an infrastructure facility over a contractually defined period. All or a portion of the funds required to pay for the services provided are either appropriated by the City prior to award of the contract or secured by the City through fee or user charges. Procurement of Design-Build-Operate-Maintain services shall generally follow procedures outlined in the "Design Build Manual of Practice", as published by the "Design Build Institute of America".
4. ***Design-Build-Finance-Operate*** is a project delivery method in which the procuring agency enters into a single contract for design, construction, finance, maintenance, and operation of an infrastructure facility over a contractually defined period. No funds are appropriated to pay for any part of the services provided by the contractor during the contract period. Procurement of Design-Build Finance Operate Maintain services shall generally follow procedures outlined in the "Design Build Manual of Practice", as published by the "Design Build Institute of America". A preliminary determination by the City should have been made that project revenues are sufficient, over the length of the proposed contract, to cover design, construction, finance, and operations.
5. ***Construction Management Services*** is a project delivery process by which a qualified third party provides construction leadership with a defined scope throughout various phases of the project (e.g. planning, design and construction). The Construction Manager would typically provide advice and the construction leadership, contract management, direction, supervision, coordination and control of the work during the construction phase. The Construction Manager would strive to integrate the expertise of the design professional with the contractors knowledge of project constructability in order to obtain a cost effective end result. The Construction Manager could hold the dual role of design professional and contractor. The procurement of Construction Management Services shall generally follow procedures outlined by the Association of General Contractors "Owners Guidelines for Selection of a Construction Manager"

6. *Other Special Project Delivery Methods* or combinations of the above may be utilized provided that the purchasing agency can demonstrate that the delivery method meets the intent of this procurement code and receives the approval of the the Board of Mayor and Aldermen.

C. Evaluation Factors

The Request for Proposals shall state all evaluation factors and subfactors that will be separately rated and the weights to be given to each factor and subfactor in the evaluation. Evaluation factors may consist of the following:

1. Demonstrated compliance with design requirements,
2. Qualifications and experience,
3. Financial capacity,
4. Project schedule,
5. Price (or life-cycle price for Design-Build-Operate-Maintain and Design-Build-Finance-Operate-Maintain procurements), and
6. Other evaluation factors if any.

- D. The Request for Proposals may require each offerer to identify an Independent Design Peer Reviewer whose competence and qualifications to provide such services shall be an additional evaluation factor in the award of the contract. The City reserves the right to choose its' own Independent Design Peer Reviewer.

X. PROHIBITIONS

A. Conflict of Interest

No employee, officer or agent of the City shall participate in the award or administration of a contract in which they or any member of their immediate family has an interest. No employee, officer or agent shall participate in the award or administration of a contract with any person, firm, partnership or corporation in which they or any member of their immediate family is an officer or employee or is about to become an officer or employee.

B. Pecuniary Benefit

No employee, officer or agent of the City who is participating or is about to participate in the award or administration of a contract, shall either solicit or accept any kickback, gratuity, contingent payment or other pecuniary benefit from any firm, person, partnership or corporation involved in such contract. For the purpose of this section, PECUNIARY BENEFIT means any advantage in the form of money, property, commercial interest, travel, offer of employment or anything else, the primary significance of which is economic gain.

C. Standards of Conduct

Every employee, officer or agent of the City is expressly prohibited from knowingly participating in the following:

1. Underestimating or exaggerating requirements to certain prospective bidders for the purpose of influencing bids.
2. Misrepresenting competitor's prices, quality or service to obtain concessions.

D. Savings Provision

Nothing in this subchapter is intended to invalidate or in anyway limit the term of any contract or special service agreement lawfully made prior to the effective date of this subchapter.

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City of Manchester New Hampshire

In the year Two Thousand and Four

A RESOLUTION

"Establishing a Non-Capital Reserve Account pursuant to RSA 34:1-a"

Resolved by the Board of Mayor and Aldermen of the City of Manchester as follows:

Section 1. Pursuant to RSA 34:1-a there is hereby established within the general fund a non-capital reserve account into which funds annually appropriated by the Board of Mayor and Aldermen shall be deposited. The Finance Officer shall segregate principal in the account from earnings realized from the investment of the balance in the account.

Section 2. Funds in the non-capital reserve account shall be placed in the custody of the Trustees of Trust Funds. Such funds may be deposited or invested in such a manner as is lawful for the deposit or investment of funds belonging to the City.

Section 3. The Board of Mayor and Aldermen may subdivide the balance in the non-capital reserve account to designate a portion or portions for a specific purpose or purposes subject to division (4) of this section.

Section 4. The Board of Mayor and Aldermen may appropriate the balance or a portion of the balance during the development of the annual budget subject to the following conditions:

- (A) The Board of Mayor and Aldermen may appropriate not more than ten percent (10%) principal, or any investment earnings thereon, for non-capital purchases for motorized equipment, technology or other assets with a five year life or less.
- (B) The Board of Mayor and Aldermen may appropriate an amount not to exceed seventy-five percent of the investment earnings from the prior fiscal year.

Section 5. No available balance in the non-capital reserve account shall be utilized for any purpose other than those authorized herein, without the specific approval of two-thirds of the Aldermen-elect.

Section 6. Resolved, that this resolution shall take effect upon its passage.

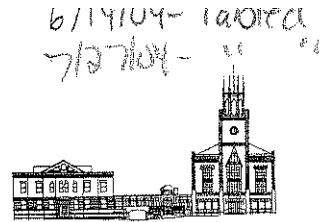
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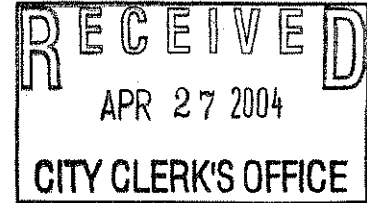
CITY OF MANCHESTER

Elderly Services Department

66 Hanover Street
Manchester, New Hampshire 03101
(603) 624-6533 • Fax (603) 628-6159
Email: elderly@ci.manchester.nh.us



April 5, 2004



Board of Mayor and Aldermen
One City Hall Plaza
Manchester, NH 03101

Dear Members of the Board,

On March 10th CMC made a presentation in a special meeting of the Elderly Services Commission. Attached is a copy of their proposal to provide community and medical services at the new Manchester Senior Activity Center. Also attached is a copy of the Elderly Services Commission's recommendation as well as my recommendation to the Board.

I have addressed some background information and have made recommendations about the proposal based on advice from the Elderly Services Commission and senior needs.

Any fees for service relative to CMC's proposal does not include any monies paid to the City or reimbursements for space usage or rental. This proposal would be an agreement to provide services in exchange for space and participant exposure. In considering other future programming plans, fees for services, sliding fee scales, rental agreements, or enterprise arrangements would have to be approved by the Board of Mayor and Aldermen.

Thank you for your consideration.

Respectfully submitted,

Barbara Vigneault, Director
Elderly Services Department

Cc: City Solicitor's Office - Tom Arnold
Elderly Services Commission

IN BOARD OF MAYOR & ALDERMEN

DATE: May 4, 2004

ON MOTION OF ALD. Lopez

SECONDED BY ALD. Shea

refer to the Cmte. on

VOTED TO Administration/Info. Systems.

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Elderly Services Department

66 Hanover Street
Manchester, New Hampshire 03101
(603) 624-6533 • Fax (603) 628-6159
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Director's Recommendation On CMC's Proposal for Senior Services At the Manchester Senior Activity Center April 2, 2004

Background Information:

Manchester's Senior Population is on the increase. There are 17,417 people over the age of 60 living in Manchester. In another 15 years that number will double, with the growth of the "baby boomers." Not only is the elderly population growing in numbers but the years that one is a "senior" is expanding to as many as 40 years or more. And the fastest growing segment of the elderly population is in the very old, 85 years and over.

This means many things in planning for the vitality of Manchester's population. The needs of the elderly are varied. Quality of life issues are important in meeting these needs. In order to have a good quality of life one needs to have the basics met, housing, income, transportation, socialization/recreation, health and protection. Ignoring one basic need can mean crisis for an individual.

The Elderly Services Department's mission is to "Prevent Isolation." Isolation is one of the major problems facing the senior population. Not only is it a problem for the individual who is the victim of such a situation, but the social service provider is unable to assist, unable to find the individual or discover the need before a crisis situation develops. Isolation can be a slow process with an individual staying at home more because of mobility issues or grief issues or loss of the social connection. Families can be distanced.

Because the mission is to "Prevent Isolation" the new Manchester Senior Activity Center should address all areas of need for a holistic approach, insuring a quality of life that is vital and good. Not only should health issues be addressed, but issues relative to all afore mentioned.

For many years the Elderly Services Department has addressed the various needs by hosting other agencies and programs services, coordinating with these agencies, and developing and implementing community programs to meet those needs. The needs are no surprise. Community focus groups, surveys and studies, tasks force groups and committees have bent to the task of identifying the needs. It's the resolution in meeting these needs that is difficult. Financial resources are limited, while the demand for human services is high. Resources must be tapped to economically and efficiently meet the challenges. The issue is about looking at the resources and finding innovative ways to harness those resources and maximizing them to meet the needs. It is necessary to look at what is available and expand on those services, enhancing the area of expertise, and making those services accessible, optimally "convenient." So we must look at who are the experts in these fields, understand what do they do, and enhance and collaborate to make the most out of the services and resources we collectively have. New programming will spring out of this coordination and collaboration.

CMC's Proposal:

CMC has a long history of providing services to Manchester's senior population. In fact it was the first hospital in this area to address community health needs with direct services for the senior population via the establishment of the Great Day Program. As acknowledged by the hospital, Community Services is not an income-producing program for the Organization. Community Services is an investment in the community, making strides in health care improvements. At the same time the hospital is providing Community Services, educating the public on health care, it is advertising and promoting its Organization as the provider of other medical in-house health services. The community and the Hospital are the winners in this relationship. Again one can see how coordination and collaboration can result in new programming and partnerships that can benefit all.

CMC's proposal offers a package which includes Community Services (a branch office of Prime Time expansion, educational classes, physical therapy and rehabilitation and exercise programs, and Medical (in-house health services through it's in-house Geriatrician practice, medical clinics and expansion of the Great Day Program). It is important to

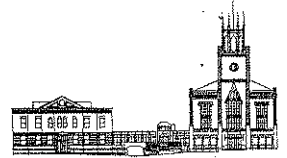
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consider that CMC and the community must both be "winners" in this partnership as explained previously. Cost to operate activities is a reality that must be considered in this proposal.

CMC has requested an "exclusive" agreement. This is opposed to past philosophies and practices of coordination and collaboration with area agencies. Manchester Senior Activity Center is a public facility and should not be restrictive in hosting programming. Hosting programs is not a new idea. This has been something that the East and West Side Centers have done over the years. Organizations such as the Visiting Nurses, St. Joseph Community Services, Southern NH Services, UNH Cooperative Extension, NH Legal Assistance, CMC, Elliot, Easter Seals, Independent Living, MHRA, MTA, Senior Companion Program, Caregivers, Inc., NHDEAS, NH Catholic Charities, Social Security Adm., Access Manchester, Police Department, Fire Department, Welfare, Tax Collector, Assessors Office, all have participated in presenting information, programming, and services to the participants of both East and West Side Senior Centers. Space and parking limitations have made it difficult to expand on this economically wise and innovative concept. With the larger facility, the Center will be able to offer more programming, hosting and scheduling than with current space limitations. However, the 15,000 square feet of space can get devoured quickly in rental or privatization of space agreements.

CMC is considering fees for some services in their proposal. In the past organizations have charged fees for some services that were set by the provider to cover minimal costs. In an effort to keep costs at a minimal for the senior population, there have been no fees generated by the City from programming or membership previously. With the new Center comes the reevaluation of this mindful decision. Enterprise or fee structures would be a Board of Mayor and Aldermen elective.

Recommendations:

I recommend that CMC's proposal be accepted, in part, to coordinate and collaborate with the City of Manchester in providing services to the senior population. The Community Services portion of the proposal fits with the mission statement of the Elderly Services Department. Educational programs, health promotion programs, programs offered by Prime Time and exercise programs such as aerobics and strength training offer an excellent opportunity to keep people a part of the community and fit into the social component.

The Medical portion of the proposal offers a Geriatrician's practice to be housed in the facility. This is the part of the proposal that does not fit the mission statement. This is very different from having a physician come to the facility to offer medical evaluations, presentations, or clinics, which I believe would be a great benefit to the social aspect of the Center. The Great Day Program offers services in these areas. This is the Medical component that I feel would be appropriate. But a physician practice is limiting with private doctor/patient relationships. It would put demands on space and parking requirements that inhibit other programming and utilization of the Center. This would require an "RFP" process in a public facility, to ascertain whether other hospitals in the area had a similar interest.

CMC has asked the City for a commitment for continuous use of space and to be the sole provider. I recommend the City not offer exclusivity. I recommend the City offer an agreement, similar to the agreement that the City has currently with St. Joseph Community Services for the Congregate Meal Program. The Center would be "hosting" CMC's programs, offering space and visibility to seniors, which has a significant value. This arrangement makes it a "win" situation for both parties and for the seniors of Manchester. If the Board of Mayor and Aldermen accepts this recommendation, CMC will be asked to provide the agreed on programs and services.

Again, this is not a Senior Health Center. It is the Manchester Senior Activity Center. The Center needs to address all basic needs to be true to the mission of the Department, meeting the defined needs of the senior population. The Elderly Services Department's objective is to utilize existing resources, expanding and enhancing services to meet the goals of the mission statement, to "Prevent Isolation."

This recommendation concurs with the advisory report of the Elderly Services Commission.

Respectfully submitted,


Barbara Vigneault, Director
Elderly Services Department

Cc: City Solicitor's Office – Tom Arnold
Elderly Services Commission

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Friday, November 7, 2003

Honorable Mayor Robert Baines
Manchester City Hall
One City Hall Plaza
Manchester, NH 03103

Dear Mayor Baines:

Catholic Medical Center is very pleased that the community's senior residents will have access to a new, convenient Senior Activity Center in the near future, and we are equally pleased to submit for your consideration a proposal to expand the services available to the City's participants at no additional cost.

Our proposal to you, I personally believe, provides a win/win situation for all. CMC will provide an on-site geriatric physician practice, free medical clinics and education programs in exchange for the city's commitment to CMC for free use of space.

First, let me explain CMC's long term commitment to senior citizens. Long before the term "geriatrics" became popular in target marketing, Catholic Medical Center was one of the largest providers of health care to people over 65 years of age. In fact, CMC cares for more senior citizens on an in and outpatient basis than any hospital facility in Central and Southern New Hampshire. Our focus on programs and services geared to the aging population expands beyond cardiac, orthopedic, and oncological care to include health promotion and sickness prevention, education and wellness.

CMC was the first hospital in New Hampshire to offer inpatient rehabilitation programs and still has one of the largest services in the state. Certainly you recognize our long-term investment in Prime Time, the Center for Healthy Aging, and in the Great Day program, a clinical service which provides free care to seniors. Many of our callers to the free Ask A Nurse program are elderly, and we've been a partner with Easter Seals to provide Senior Link.

That commitment was further expanded with the development of the Memory Disorders Screenings and services offered jointly with Easter Seals and the Greater Manchester Mental Health Center last year. And a double-boarded internist/psychiatrist from GMMHC, now practicing at CMC, has enabled our expansion into gero-psych services at the hospital.

Each year, CMC staff, physicians and board members specifically discuss ways in which our community services commitment can be strengthened to benefit more community

100 McGregor Street, Manchester, New Hampshire 03102-3770
phone 603.668.3545 fax 603.668.5348

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members. With the construction of the new senior activity center, we believe we can benefit even more community members for free or at very little cost.

Our proposal is simple. In exchange for a commitment to us for continuous use of space and as the sole medical provider on site, we will provide the following services:

Medical:

1. CMC will place a physician specializing in care to the elderly in the senior center.
2. Expansion of Great Day services to the senior center campus. Through our free medical program to the elderly, Great Day provides regularly-scheduled clinics on specific medical topics, and offers services such as free flu shots, blood pressure checks, etc. Great Day will be staffed by a nurse practitioner and/or registered nurse.
3. Medical evaluation clinics. On a regularly scheduled basis, CMC will hold medical evaluation clinics, such as the memory disorder clinic (a joint effort with Easter Seals and the Mental Health Center), women and heart disease, peripheral vascular disease clinics, etc.

Health Promotion:

1. CMC will open a branch office of Prime Time at the senior activity center, making immediately available all classes, activities and educational programs.
2. As space allows, CMC will own and operate at that location a physical therapy, rehab and exercise program.
3. CMC will schedule allied health professionals to offer advice and recommendations on such topics as nutrition, pharmaceuticals, quitting smoking, etc.

Education:

1. CMC will make available at the senior activity center, a combination of activities and educational programs of interest to the general audience.
2. Classes will be offered on medical and health topics, but will also include such programs as financial health, spiritual health and family health.

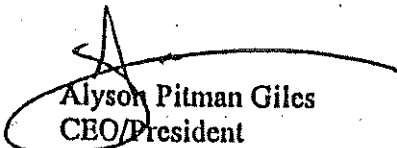
Mayor Baines, I believe there is unlimited opportunity for CMC through its many professionals and programs to offer a great value to the participants at the Senior Activity Center. It is not only our honor to do so, it is also our community responsibility. And the senior population is the population we serve within our walls every day of the year.

I am also happy to provide a \$25,000 pledge in support of this great new service to the senior citizens of Manchester.

Once you've had the opportunity to digest our proposal, I'd enjoy the opportunity to discuss this with you further. I am on vacation until November 20th, so I will ask Darlene Stromstad to follow up with a phone call to you within a few days. In the meantime, if you'd like to speak to her please feel free to call her at 663-2027.

As always, I appreciate your time and support.

Sincerely,



Alyson Pitman Giles
CEO/President



CITY OF MANCHESTER

Elderly Services Department

66 Hanover Street
Manchester, New Hampshire 03101
(603) 624-6533 • Fax (603) 628-6159
Email: elderly@ci.manchester.nh.us



March 22, 2004

ELDERLY SERVICES COMMISSION ADVISORY REPORT

CMC'S Proposal for Services at the new Senior Activity Center.

TO:

Barbara Vigneault Director
Elderly Services
City of Manchester, NH
66 Hanover St
Manchester, NH 03101

FROM:

Elderly Services Commission, City of Manchester

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66 Hanover Street
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Director Vigneault;

On behalf of the Elderly Services Commission, we present this "Advisory Report" to advise a course of action that will assist your department in reaching and maintaining its goals and mission statement for the new Senior Activity Center.

RE: CMC'S Proposal of Services / New Senior Activity Center.

The following information is based upon review of written documents, oral presentations and the training and experience of commissioners who work with seniors on a daily basis. The advice and conclusions we offer are unanimous.

The written and oral presentation as offered by Catholic Medical Center, should be divided into three (3) separate proposals, in lieu of "one whole package".

- 1) Geriatric Physician's practice
- 2) Medical rehabilitation, therapy and exercise facility.
- 3) Educational programs, i.e.; social, medical, financial to include services of PrimeTime and Great Day Programs.

1.

The offer by CMC to provide a geriatric physician at the new Senior Activity Center brings forward a variety of very complex legal and ethical issues. Although a very generous offer by CMC, we conclude that a physician's office / practice does not meet or fit into the department's mission statement or sole purpose it exists, which is to prevent isolation. The statement of having a physician "on-site" will attract seniors to the activity center is contrary to what really occurs. Interviews of seniors, and observations of other facilities that offer a similar co-existence, will show that seniors DO NOT want or wish to mix education, socialization and exercise with a doctor's visit.

The space requirements, (approx. 800 sq. ft) of dedicated space, along with staff and patient parking, access and use restrictions, would not be a benefit to the department at this time.

Until such time that the new center is built and occupied, space restrictions or designated use, cannot be fairly assessed or offered on a "permanent basis".

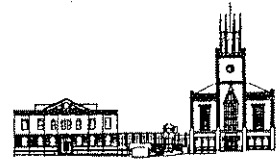
Should at some point, seniors citizens, staff and professionals in the field of senior social services, see the need to "re-structure" the Activity Center into a medical center, there are numerous legal issues that



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should be addressed prior to any commitments; i.e.; leases, liabilities. Further, this type of service / offer should be clearly articulated in an "RFP", to insure the department's and senior citizens' issues are addressed.

The Commission unanimously advises **"against"** the proposal of having a geriatric physician's practice on-site.

2.

The second part of this proposal, medical rehabilitation, therapy and exercise fits closer to the goals and objectives of your department than a physician practice. However, medical rehabilitation and therapy would require a large dedicated use of space, and specialized trained staff to monitor and administer the rehab and therapy. These two types of programs follow the path of a medical center, and require a large commitment of space and finances from both entities.

Should medical rehabilitation and therapy wish to be pursued, the commission advises that these types of programs must and should follow the established "RFP" process. Further, the space needs or space availability cannot be determined until after the new facility is built and occupied.

Exercise programs, (tia chi, yoga, aerobics etc.) are highly encouraged to be a regular feature at the new center. This type of program does not require dedicated use of space, or purchase of specialized equipment and can be offered as much or as little as needed based upon the demands of the seniors.

The commission unanimously advises **"against"** the proposal of having a medical rehabilitation and therapy center at the new facility at this time.

The Commission unanimously advises **"for"** the implementation of these types of exercise programs and strongly advise your department to "Host" these types of programs that are offered by other entities.

3.

Educational and fitness programs, seminars, workshops, health evaluations, etc., are programs that not only meet or fit into the departments goals, but also enhance and promote the department's mission statement.

The commission unanimously advises **"for"** the implementation of these programs into the curriculum. Utilizing selective programs that are offered by PrimeTime and the Great Day Program is of mutual benefit to both entities. In addition, neither entity will be negatively impacted with financial, legal or space issues.

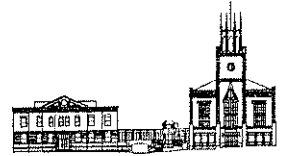
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Summary

With the new Senior Activity Center, comes the need for "new" direction and focus. The Commission advises that hosting other entities' programs in the Senior Activity Center, on a scheduled and needed basis, will not only be cost effective, but will also maximize the use of available space without restrictions.

Educational and fitness programs such as workshops, seminars and presentations (medical, social & legal) can and should be scheduled on a "regular" and frequent basis. Any program that may require a "fee" should be structured so that **no one** is excluded from the services or programs.

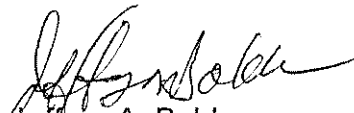
The Commission also advises that any entity wishing to sponsor a Senior Citizen related program at the Senior Activity Center be encouraged to do so. This gives our seniors "choices" and helps promote self-empowerment. Further, we advise that **no "one" agency, organization or program should be allowed exclusive use, dedicated space or access to the facility, without having been approved through a City RFP process.**

The commissioners also advise that the area hospitals be afforded the opportunity to display or distribute their "senior" related news letters or papers within the center, promoting issues and topics that help prevent isolation and promote well-being.

This advisory report is submitted to you, so that "we" as the Elderly Services Department can bring the best service and programs available to our senior citizens. The Commission looks forward to your response and position in this matter.

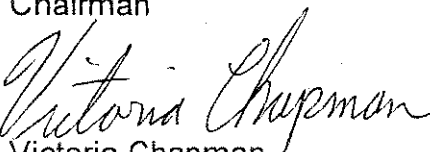
Please forward CMC'S proposal, minutes of our "Special Meeting", this report and yours to the City Solicitor and the Board of Mayor and Alderman.

Respectfully submitted,


Jeffrey A. Bolduc
Chairman


Mary Anne Toten M.D.


Ronald Boisvert


Victoria Chapman
Secretary


Koni Farr


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CITY OF MANCHESTER

Office of the City Clerk

4/19/04 - work to refer
to City Clerk's office to
research & report back
in May or June.



7/27/04 - Remained related.

Leo R. Bernier
City Clerk

Carol A. Johnson
Deputy City Clerk


Paula L-Kang
Deputy Clerk
Administrative Services

Matthew Normand
Deputy Clerk
Licensing & Facilities

Patricia Piecuch
Deputy Clerk
Financial Administration

MEMORANDUM

To: Leon LaFreniere, Building Commissioner
Fred Rusczek, Health Officer
Frank C. Thomas, PE, Public Works Director

From: 
Leo R. Bernier
City Clerk

Date: March 17, 2004

Re: Procedures for Citations

Please be advised that in action taken by the Board of Mayor and Aldermen at a meeting held on March 16, 2004, it was voted to refer the enclosed communication from Alderman Shea to the Committee on Administration/Information Systems so they can meet with the various departments that issue citations to explore alternatives to better address this enforcement process.

It is anticipated that this item will appear at the next committee meeting tentatively scheduled to be held on April 27, 2004.

Enclosure



CITY OF MANCHESTER

Board of Aldermen



Memo To: Board of Mayor and Aldermen

From: Alderman William P. Shea

W. P. S.

Date: March 16, 2004

Re: Procedures for citations

Several City departments issue citations for various offenses. It appears to me that in some instances there is no follow up on payments, and many times the result is a lack of addressing the offense for which the citation was issued.

I am requesting that this issue be referred to the Committee on Administration so they can meet with the various departments that issue citations, such as Building, Health and Highway, to explore alternatives to better address this enforcement process.

IN BOARD OF MAYOR & ALDERMEN

DATE: March 16, 2004

ON MOTION OF ALD. Shea

SECONDED BY ALD. DeVries

refer to the Committee on
VOTED TO Administration/Info Systems.


John Bernier
CITY CLERK



CITY OF MANCHESTER

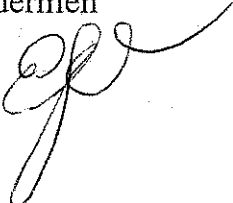
Board of Aldermen

Pending review of
management ltr.
4/19/04 - " "
6/14/04 - " "
7/27/04 - " "



MEMORANDUM

To: Board of Mayor and Aldermen

From: Alderman Ed Osborne 

Date: February 10, 2004

Re: Contract Administration

During discussions with the Auditor at the Committee on Accounts meeting on February 9th, concerns were presented regarding our contract administration.

I would like to have this issue referred to the Committee on Administration for review and recommendation to the Board of Mayor and Aldermen. It is my belief that at the very least all contracts should be reviewed by the City Solicitor. I also believe there should be a repository for all contracts.

C: City Solicitor
Finance Officer

BOARD OF MAYOR & ALDERMEN

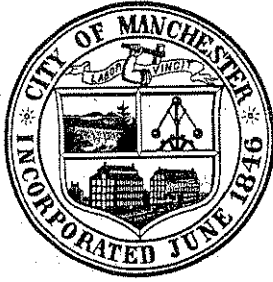
DATE: February 17, 2004

ON MOTION OF ALD. Osborne

SECONDED BY ALD. Lopez

refer to the Committee on
VOTED TO Administration/Info. Systems.


CITY CLERK



**City of Manchester
Department of Finance**

One City Hall Plaza
Manchester, New Hampshire 03101
Phone: (603) 624-6460
Fax: (603) 624-6549

February 4, 2004

Alderman George Smith
C/o Office of the City Clerk
One City Hall plaza
Manchester, NH 03101

Dear Alderman Smith,

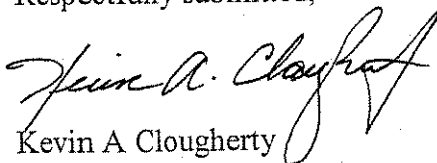
Enclosed are copies of the DRAFT Fiscal Year 2003 Comprehensive Annual Financial Report (CAFR). The City's external auditor's McGladrey and Pullen LLC will be formally presenting the final report on Monday evening before the Aldermanic Committee on Accounts, Enrollment and Revenue Administration.

Also enclosed is a DRAFT Management Letter prepared by McGladrey along with the Finance Officer's response. The Management Letter has been shared with City Department Heads (copy of transmittal letter enclosed), and department responses to date have also been provided.

These DRAFT reports will serve as the basis for the meeting Monday night. I do not expect any significant changes between the DRAFT CAFR or DRAFT Management Letter and the final reports presented to the Committee on Monday.

Needless to say, the CAFR and Management Letter both reflect very positively on the City's internal controls and financial position.

Respectfully submitted,


Kevin A Clougherty
Finance Officer

Cc: Mayor Robert A. Baines
Scott Bassett

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DRAFT

Board of Mayor and Aldermen
City of Manchester, New Hampshire

During the course of our audit of the basic financial statements of the City of Manchester, New Hampshire as of and for the year ended June 30, 2003, certain observations were made by our engagement team which may be of interest to you. These observations are as follows:

1) Contract Compliance Officer

Observation:

The City, aside from the Manchester Airport, does not have an individual who is responsible for maintaining and overseeing its various long-term contracts. Contract compliance is currently the responsibility of the various department heads or project managers assigned to a project. These individuals may have backgrounds in fields such as engineering or information technology which provide them with the knowledge to oversee portions of the projects, but generally these individuals will not have the expertise needed to properly administrate the contract itself.

In addition, the City does not have written policies and procedures regarding contract monitoring, periodic inspections, progress reporting, appropriations, change orders and progress payment approvals.

Recommendation:

Because contract compliance can be complicated from both a legal (prevailing wage rates/Davis Bacon Act, encouragement of women and minority owned businesses, etc.) and administrative (competitive bids, project appropriations, performance bonds, change orders, retainage, progress payments, state and Federal reporting, project close-out, etc.) standpoints, the City should consider hiring or designating an individual the responsibility of providing oversight for all large and long-term contracts the City enters into. This individual will also serve as the repository for the executed copies of all contracts and would periodically inspect the projects (with input from individuals with functional expertise such as architects, engineers, etc.) to ensure the projects are progressing as required.

This individual should also be responsible for overseeing the development of written policies and procedures to assist in contract compliance oversight.

2) **Departmental Cash Receipts**

Observation:

Non-tax revenue is collected at various locations throughout the City. The information associated with these receipts is maintained in each department by means of nonintegrated, stand-alone computer applications or manual accounting records. The variety of formats for maintaining subsidiary receivables and receipts data throughout the City in combination with the relative inaccessibility of this information limits the Finance Department's ability to ensure the accuracy and completeness of its receivables and revenues information.

Recommendation:

The City should consider designing a system to account for non-tax revenue information in an integrated manner on a real-time basis. The use of cash registers integrated into the City's financial reporting system or the use of cash receipts module linked to computers in certain departments that handle a large volume of cash receipts can help this process.

3) **Observation:**

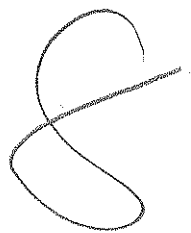
Throughout various departments in the City, there was an inadequate segregation of duties in the purchasing function. In many instances, the same person was responsible for requisitioning goods, approving the purchase, receiving the goods, ensuring adequate funds exist in the budget and posting to the G/L.

Recommendation:

Internal control over purchases ordinarily requires a separation of duties between the purchasing requisition function, the person approving the invoice for payment and the person posting to the general ledger. This ensures proper monitoring of expenditures. The City may also consider centralizing its purchasing function to further strengthen internal control.

This report is intended solely for the information and use of the members of the Board of Mayor and Aldermen, the City Manager and others within the City and is not intended to be and should not be used by anyone other than these specified parties.

New Haven, Connecticut
October 29, 2003

A large, stylized handwritten signature in black ink, located in the bottom right corner of the page. The signature is cursive and appears to be a single continuous stroke.



**City of Manchester
Department of Finance**

One City Hall Plaza
Manchester, New Hampshire 03101
(603) 624-6460
(603) 624-6549 Fax

MEMORANDUM

Date: 1/26/2004

To: Department Heads

From: Kevin Clougherty

RE: FY2003 Management Letter

CC:

Department Heads:

On Monday, February 9th the Aldermanic Committee on Accounts Enrollment and Revenue Administration will be meeting with the City's external auditor, McGladrey and Pullen, to receive the FY2003 audit and Management Letter. Attached for your review and comment is a copy of the Management Letter along with a copy of my response to the auditors. Please feel free to offer any comments or suggestions on how the City might better respond to the concerns raised by the auditors.

Please email comments and suggestions to Lisa Sorenson (lsorenso@ci.manchester.nh.us) by closing of business Friday, February 6th, so that they may be copied for the Committee.

Thanks,

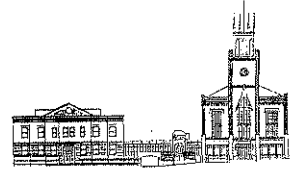
Kevin A. Clougherty

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CITY OF MANCHESTER

Office of the City Clerk



February 4, 2004

George Smith, Chairman
Committee on Accounts, Enrollment
and Revenue Administration
c/o Office of the City Clerk
One City Hall Plaza
Manchester, NH 03101

Leo R. Bernier
City Clerk

Carol A. Johnson
Deputy City Clerk

Paula L-Kang
Deputy Clerk
Administrative Services

Matthew Normand
Deputy Clerk
Licensing & Facilities

Patricia Piecuch
Deputy Clerk
Financial Administration

RE: Response to FY2003 Management Letter

Dear Mr. Chairman and Committee Members:

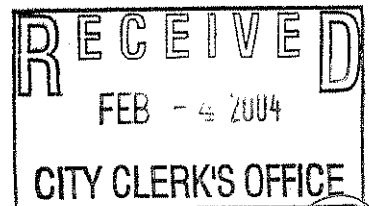
With respect to non-tax revenue, the City Clerk's Office has unique applications that have been designed by the Information Systems Department as well as a State program for Vital Records. Per State statutes, some receipts received in our office require us to track fees that need to be paid to the State of New Hampshire. Our office makes daily deposits, does daily cash receipting and keeps accurate records for proper distribution to general ledger accounts and processing of State fees. Our office would like to see more of an integrated cash receipting system so long as it would be able to incorporate all programs that are utilized in the office, as it would be inefficient to maintain two separate systems.

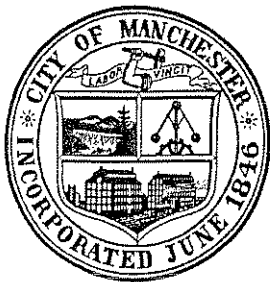
In a previous audit recommendation regarding separation of duties, our office has already implemented changes so that the individual approving any invoices (i.e. A900's) are not involved in the purchasing, receiving or posting to the general ledger. If the City were to move to centralized purchasing, individual departments may be required to still make purchases relating to their special needs (i.e. printing of ballots, inauguration costs, etc.).

If you have any questions, please contact me at 624-6473.

Sincerely,

Leo R. Bernier
City Clerk





**City of Manchester
Department of Finance**

One City Hall Plaza
Manchester, New Hampshire 03101
Phone: (603) 624-6460
Fax: (603) 624-6549

January 26, 2004

Alderman George Smith
C/o Office of the City Clerk
One City Hall plaza
Manchester, NH 03101

Dear Alderman Smith,

This letter is submitted as a formal response to the Management Letter prepared by the City's external auditors at McGladrey & Pullen, LLP for the period ending June 30, 2003. (See attached)

- 1) Contract Compliance Officer: The Finance Department concurs with this recommendation. This recommendation has been included in previous Management Letters. The Finance Department again recommends that the Board of Mayor and Alderman refer this item to the Human Resources Committee for implementation.
- 2) Non-tax Revenue: The Finance Department also agrees with this audit recommendation. The observation also has been included in previous Management Letters. The Finance Department recommends that this item be referred to the Committee on Administration so that an implementation strategy can be developed with the Information Systems Department and affected departments.
- 3) Segregation of Duties: The Finance Department agrees with the recommendation, which is also a repeat recommendation from previous Management Letters. The Finance Department has recommended the implementation of a centralized accounting / administrative function to address this concern.

A copy of the Management Letter along with this response has been shared with all city departments soliciting comments and recommendations. Copies of their response are attached.

Respectfully submitted,

Kevin A Clougherty
Finance Officer

Cc: Mayor Robert A. Baines
City Clerk



**City of Manchester
Department of Highways**

227 Maple Street
Manchester, New Hampshire 03103-5596
(603) 624-6444 Fax # (603) 624-6487

Commission

James E. Connolly, Jr.
- Chairman
Henry R. Bourgeois
William F. Kelley
Edward J. Beleski
Peter Favreau

Frank C. Thomas, P.E.
Public Works Director

Kevin A. Sheppard, P.E.
Deputy Public Works Director

February 4, 2004
#04-009

Honorable Committee of Accounts, Enrollment and Revenue Administration
c/o City Clerk's Office
One City Hall Plaza,
Manchester, New Hampshire 03101

Attn: Alderman George W. Smith, Chmn.

Re: *FY 2003 Management Letter*

Dear Alderman Smith and Committee Members:

I disagree with the recommendation that the City needs a Contract Compliance Officer. If funds are allocated to a department and the department utilizes these funds to enter into a contract, the department should be completely responsible for managing both the expenditure of these funds and the contract. If the department cannot properly administer a contract, whether short term or long term, then the department head is not doing his job and should be held accountable. A Contract Compliance Officer will just add another layer of approval required before a project goes to construction. Furthermore, who is better qualified to administer/inspect a contract, the engineer who designed it or a clerical type person in another department? I as the department head am ultimately responsible for administering project funding and contract compliance. In accomplishing this responsibility, I have assigned each project manager the sole responsibility of administering each project from beginning to end. These project managers are responsible to me and I am responsible to the Mayor. If my project managers or I need assistance in carrying out these responsibilities, we have the Finance Department to provide supporting services. Lastly, I am not aware that this is a major problem with departments in the City, are there only a few isolated examples of these problems that possibly should be addressed individually?

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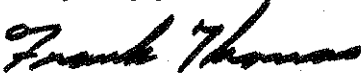
February 4, 2004

Pg. (2)

I also don't believe there is a citywide problem with the segregation of duties in the purchasing function. This has been an important issue in my Department for well over 15 years and I believe that we have adequately addressed this issue. I further believe that this is also the case in most of the larger departments. In a smaller department, the segregation of duties is sometime difficult due to limited staff. The attached write-up from Cornell University notes that in the case of a small operation, management must take a more active role by checking the work of others. Again, the department head must be responsible for providing the proper controls in his department, whether it's a large or small operation.

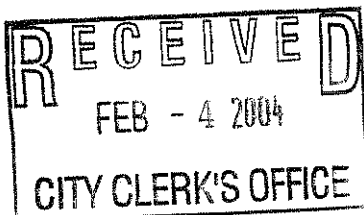
I will be available to answer any questions pertaining to my thoughts on these issues.

Very truly yours,



Frank C. Thomas, P.E.
Public Works Director

/c



Improper Segregation of Duties

Segregation of duties is an internal control intended to prevent or decrease the occurrence of innocent errors or intentional fraud. This is done by ensuring that no single individual has control over all phases of a transaction.

There are four general categories of duties: authorization, custody, record keeping and reconciliation. In an ideal system, different employees perform each of these four major functions. In other words, no one person has control of two or more of these responsibilities. The more negotiable the asset, the greater the need for proper segregation of duties - especially when dealing with cash, negotiable checks and inventories.

We often think of cash handling as the place where segregation of duties is most important, because cash is a highly liquid asset. This means that it is easy to take money and spend it without leaving a trail of where it went.

Any department that accepts funds, has access to accounting records, or has control over any type of asset should be concerned with segregation of duties.

Some examples of incompatible duties are:

- Authorizing a transaction, receiving and maintaining custody of the asset that resulted from the transaction.
- Receiving checks (payment on account) and approving write-offs.
- Depositing cash and reconciling bank statements.
- Approving time cards and having custody of pay checks.

Separation of duties will only limit problems stemming from incompatible duties. It is possible, though not likely, that collusion will occur, making control procedures ineffective. Management needs to be aware of relationships (family and friends) and be alert to the possibility of collusion.

Also, in a small operation, it is not always possible to have enough staff to properly segregate duties. In those cases, management may need to take a more active role to achieve separation of duties, by checking the work done by others. Sometimes, the knowledge that records will be checked by others is enough to prevent misappropriation of assets.

8



MANCHESTER WATER WORKS

281 LINCOLN ST., MANCHESTER, NEW HAMPSHIRE 03103-5093 Tel. (603) 624-6494

BOARD OF WATER COMMISSIONERS

C. ARTHUR SOUCY
President

RAYMOND W. PROVENCHER
Clerk

DONALD P. COUTURIER
JAMES W. CRAIG
PATRICIA H. CORNELL
RICHARD M. BUNKER

Ex Officio
HON. ROBERT A. BAINES
Mayor

THOMAS M. BOWEN, P.E.
Director and Chief Engineer

ROBERT BEAURIVAGE, P.E.
Asst. Director

February 3, 2004

Alderman George Smith
C/o Office of the City Clerk
One City Hall plaza
Manchester, NH 03101

Dear Alderman Smith:

This letter is submitted by the Manchester Water Works (MWW) in response to the Management Letter prepared by the City's external auditors at McGladrey & Pullen, LLP for the period ending June 30, 2003.

- 1) Contract Compliance Officer: The Water Department oversees long-term contracts utilizing both in-house engineering and accounting professionals and experienced outside consultants. Contract administration is at present appropriately included in the job duties of MWW's 3 Division level managers. For projects of the scale of our \$28M Water Treatment Plant Renovations Project, MWW has both a full-time employee and outside consultant (Camp, Dresser and McKee) maintaining oversight of this 25-month Project. Finally, all contracts are reviewed monthly by MWW Financial Administrator, as well as, the Director and Assistant Director. MWW believes that sufficient oversight is currently achieved.
- 2) Non-tax Revenue: MWW has no opinion on this recommendation. MWW, however, currently collects 99% of its cash receipts through the City's Lockbox and integrated HTE Cash Receipts System. Miscellaneous cash receipts collected at MWW "over the counter" constitute a minimal level of cash receipt activity.
- 3) Segregation of Duties: MWW agrees that a separation of duties is necessary for proper control of the purchasing function but does not feel that centralized purchasing is needed to accomplish this. MWW currently maintains proper segregation of duties in the requisition, purchasing, receiving and posting functions in the purchasing of goods and services.

Should you have any questions concerning the above, please feel free to contact me and MWW staff would be happy to discuss them with you.

Respectfully Submitted,

Thomas M. Bowen, P.E.
Director

cc: Mayor Robert A. Baines
City Clerk
Philip Croasdale, Water Financial Administrator
Kevin Clougherty, City Finance Officer

